

**GUJARAT TECHNOLOGICAL UNIVERSITY**

MBA - SEMESTER-IV • EXAMINATION-SUMMER • 2014

**Subject code: 2840301****Date: 23-05-2014****Subject Name: Human Resource Development (HRD)****Time: 10.30 am - 13.30 pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 (a) A large cement company has its corporate office in a metro and plants in several parts of the country. The company has an aggregate workforce of 8,250 workers. In recent times, it has been experiencing problems in quality aspects as one of its plants reported unusually higher reject rates in the production process due to the poor quality of the product. The report from the line manager of the concerned plant made no reference to faulty machines or a flawed process. However, it made a mention about the deficit in the technical skills and knowledge of the workers involved in the production process. It also cited this as the most probable cause of the quality of the products and the resultant high reject rates. 07

1. From your perception, who is responsible for the whole incident resulting in high reject rates and the other associated problems?
2. If you were the HR manager, what would you do to avert this crisis?
3. What should be the long-term strategy of the company in terms of training policy?

(b) Explain Mintzberg's Well Rounded Model of Managerial Job. 07

Q.2 (a) What are the data collection methods available for HRD evaluation? On what basis would you choose these methods for evaluating any of HRD program. 07

(b) Discuss the individual's roles and the manager's responsibility in career management. 07

**OR**

(b) Identify and describe the ethical consideration in conducting evaluation of the training. How does this affect the evaluation result? 07

Q.3 (a) Identify and describe the different types of need and also the levels of need analysis. Explain what is measured at the different levels of need analysis. 07

(b) Trace the evolution and growth of HRD and its requirement in today's organization. What are the challenges faced by the organization and the HRD professionals? 07

**OR**

Q.3 (a) Discuss the importance of competency and explain the process of competency mapping. 07

(b) Discuss any five methods of classroom training in brief. 07

Q.4 (a) Explain sources offering continuing education opportunities to professionals. 07

(b) State and justify your opinion regarding the effectiveness of the lecture method. What can be done to ensure a lecture in effective? 07

**OR**

- Q.4 (a) What approach would you take for designing a basic skills/literacy training program? How would you determine the effectiveness of this program? 07
- (b) Why are behavioral objectives and lesson plans important to effective HRD interventions? What role should objectives play in the design, implementation and evaluation of HRD programs? 07
- Q.5 (a) Analyse the inter–relation between Total Quality Management (TQM) and Human Resource Development. 07
- (b) Describe the four levels of evaluating an HRD program given by Kirkpatrick with a suitable example. 07
- OR**
- Q.5 (a) Discuss Maslow’s need hierarchy theory in relation to productivity and motivation in automobile sector. 07
- (b) Write short note on any two: 07
1. Glass Ceiling Effect
  2. Utility Analysis
  3. Career Planning
  4. Research Design

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